

INTELLIGENCE - A TIME OF CHANGE

Period of profound change in CIA/IC

- Affecting

- ° What do
- ° How do
- ° Where
- ° Why

Because

- End of a working generation of 30 years since first organized
 - ° After 30, 1st generation workers leaving
 - ° After 30, different world outside; America inside

Changes manifest in many ways - want to talk about 5 today.

1) Oversight - Revelations of abuses - alleged/real - Church, etc.

- 1st time accountable

- ° Not just Pres & key members of Congress as past
- ° Select Committees
- ° IOB
- ° Covert action approval mechanism

- Means:

- ° Traumatic impact
- ° End of era - relative freedom to make decisions on own
- ° Closer management of activities and resources

- ° Greater judiciousness concern with tailoring activities to expressed foreign policy (greater cooperation with State)
- ° Has disadvantage - less flexible, more bureaucratic than past
- ° Has disadvantage - leaks - inhibiting
- ° But advantage - less chance of intel making/disrupting foreign policy - more under control.

2) New model - 1st time

Priorities changed - world changed around us

- Soviet military - same emphasis
- Economic & political - from little 10 years ago to parity with military today
- Means:
 - ° Different techniques of collection and analysis
 - ° Different expertise to do same
 - ° Disadvantage - dilutes military effort somewhat; strains capacity
 - ° But advantage - more comprehensive intel picture. Greater breadth and depth yields better overall quality of intel.

3) Public exposure

- Wanted
- Unwanted
 - ° Leaks
 - ° Exposures
- Sense frustration
- Sense where next in what was totally private

4) Personnel - Departure of 1st Generation

- 30+ years - generation of founders retiring
- Perception of change distressing to many of them
 - ° Suspicious of media - yet openness policy
 - ° Confidence in own professionalism - yet oversight
 - ° Importance of focus on cold war military targets - yet shifting focus to econ and pol as well
 - ° Enormous respectability, even nobility of intelligence profession through history - yet widely questioned/maligned today
- Disturbing times - can understand low morale and resentment of change
- Yet -
 - ° Must change with times
 - ° Vital for strength of organization in future
 - ° Openness; refocus on new problems, need to reassess what doing to ensure IAW American values/ethics; need to open top if want to create
 - flow through
 - reality of reward/jobs for low and middle level performers.

5) Capabilities Growing Fast

- Technology burgeoning
 - ° Could overwhelm us if steps not taken
 - ° Could overshadow HUMINT if tech not kept in perspective
- Means:
 - ° Must develop better ways to manage
 - select/discard
 - not overlook/nor waste assets on what don't want - e.g., vacuum/pearl analogy
 - ° Must integrate tech with HUMINT
 - complementary
 - both vital

Portends -

- 1) Collecting/analyzing more -
- 2) Direction of work - looking toward future - not mired in past
- 3) Accountable to Congress & through them to people for 1st time
- 4) Public more realistic understanding

- Means:

- ° Difficult years been through
 - forced introspection and questioning
 - establishing better idea of role in democracy
 - building sounder relationship with public and other institutions
 - forging a model which will be a prototype for other intelligence organizations around the world

- Confident of present performance
- Optimistic will be better able to serve nation in future.